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LOYOLA UNIVERSITY OF CHICAGO

A PROFILE OF AMERICAN EXPATRIATES ON ASSIGNMENT

A MASTER'S THESIS SUBMITTED TO THE GRADUATE SCHOOL IN PARTIAL
FULFILLMENT OF THE DEGREE OF MASTER'S OF SCIENCE IN
INDUSTRIAL RELATIONS

INSTITUTE OF HUMAN RESOURCES AND INDUSTRIAL RELATIONS

BY

TIM C. CRAMER

CHICAGO, ILLINOIS

JANUARY, 1995

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CHAPTER I

THE PROBLEM

Modern industry has established the world market... All old established national industries have been destroyed or are daily being destroyed... In place of the old local and national seclusion and self-sufficiency, we have intercourse in every direction, universal interdependence of nations.¹

Global economy, world markets, international competition--the time is now, not some time to come. The above quote rings so true today. Words brought once again to light in a recent article by Stephen J. Kobrin. Words written in 1848 by Karl Marx and Friedrich Engels that point to the reality of today's global marketplace.

The 1992 elimination of trade and personnel barriers within the European community; the continued rapid growth of investment/development opportunity in Asia, Mexico and Latin America; the growing competition from Japan and the Three Dragons; and the conversion of Eastern Europe to a market economy based system all create unique opportunities and competitive challenges for U.S. based companies. The shrinking of market shares in the U.S. have caused some companies to expand into global markets, not just for the possibility of increased profits, but for the necessity of economic survival. Also the scale of manufacturing and, particularly, technology have grown to the point that national markets alone cannot support their operations efficiently.² Part of that

¹ Stephen J. Kobrin, "An Empirical Analysis of the Determinants of Global Integration," Strategic Management Journal 12, (1991): 17.

²S. Tamer Cavusgil, "Internationalization of Business and Economics Programs: Issues and Perspectives," Business Horizons 34, (November-December 1991): 92.

opportunity and threat is our ability to place managers in appropriate assignments and have them complete such assignments successfully.

Just one example of a U.S. based company going global is Whirlpool. Before the acquisition of an appliance division of a company in the Netherlands in 1989, only 10% of Whirlpool could be considered global. After the purchase, 40% of Whirlpool was global.³ This case in point illustrates the trend for U.S. multinational corporations (MNCs) to increase investments and operations overseas. In fact, U.S. MNCs have increased investments overseas by tenfold over the past decade.⁴

In light of this trend towards globalization and the increased need to compete internationally, the problem of high failure rates of American expatriate managers is a major concern of American multinational corporations. In 1985, Zeira and Banai summarized eight studies of U.S. expatriate managers overseas. They found failure rates of American expatriates fell into a range of 30 to 70 percent.⁵ Also, Harvey found that as many as 33 to 80 percent of expatriate families return to the U.S. before expected.⁶ According to a survey by R. L. Tung, U.S. companies have a higher failure rate of expatriates than West European and Japanese firms. For U.S. companies, 69 percent of

³Jennifer J. Laabs, "Whirlpool Managers Become Global Architects," Personnel Journal 70, (December 1991): 39.

⁴Luis R. Gomez-Mejia and Theresa Welbourne, "Compensation Strategies in a Global Context," Human Resource Planning 14 : 29.

⁵Y. Zeira and M. Banai, "Selection of Expatriate Managers in MNCs: The Host Country Point of View," International Studies of Management and Organization, 1985, 33-51, quoted in Stephen J. Kobrin, "Expatriate Reduction and Strategic Control in American Multinational Corporations," Human Resource Management 27, no. 1 (Spring 1988): 66.

⁶Michael G. Harvey, "The Multinational Corporation's Expatriate Problem: An Application of Murphy's Law," Business Horizons, (January-February 1983): 72.

the respondents had recall rates of 10 to 20 percent, and 7 percent of the U.S. sample had failure rates of 20 to 40 percent. For West European firms, a full 97 percent had failure rates below 10 percent, and just 3 percent had failure rates of 11 to 15 percent. For Japanese companies, 76 percent had failure rates below 5 percent, 86 percent had failure rates below 10 percent, and 14 percent had failure rates of 11 to 15 percent.⁷ In a recent study of British and Irish MNCs, failure rates of American expatriates were again below that of European counterparts. Over 90 percent of the British and Irish MNCs surveyed were generally satisfied with the overall performance of their expatriate managers. Less than 10 per cent of these MNCs reported expatriate failure rates of more than 5 per cent.⁸

The cost associated with the failure of U.S. expatriate managers is extremely high. Fergus states that according to the Employee Relocation Council, the costs of the relocation of expatriates are estimated to range from \$200,000 to \$250,000 annually. Also, the cost of international relocation is as much as five times higher than relocations within the United States.⁹ This echoes other estimates of \$150,000 to \$250,000 per annum to maintain an expatriate family overseas. These dollar costs do not begin to take into consideration the lost opportunities, productivity and profits that are lost by the disruption that an expatriate failure can cause.¹⁰ In Tokyo for example, rent alone for an

⁷Rosalie L. Tung, The New Expatriates: Managing Human Resources Abroad, (Cambridge, Massachusetts: Ballinger Publishing Company, 1988), 16.

⁸Hugh Scullion, "Why Companies Prefer to Use Expatriates," Personnel Management, (November 1991): 35.

⁹Mike Fergus, "Employees on the Move," Human Resource Magazine (May 1990): 45.

¹⁰F. T. Murray and Alice Haller Murray, "SMR Forum: Global Managers for Global Businesses," Sloan Management Review 27 (Winter 1986): 75.

expatriate family is often times over \$100,000 per year. This does not include the many other expenses and allowances related to international relocation such as foreign service salary premiums, tax protection, home leave, and other goods and services allowances.¹¹ According to one human resource professional, the cost of failure for an expatriate manager is estimated to be three times his/her salary, and this does not include the price of lost productivity.¹² The direct cost annually to American corporations due to returned expatriate families was estimated to be \$2 billion nine years ago.¹³ Take into consideration the translation of those costs into 1994 dollars, the increase in globalization by U.S. MNCs, and the toll on American business can be quite alarming. This is especially true as the need for international competitiveness is an urgent challenge for cost effective human resource practices.

A key factor in the high failure rate of American expatriate managers is related to the manager's family. The adjustment of the family, and particularly the spouse, to the new culture has been well documented in the literature. According to Tung and others, the family is a major reason for the failure of expatriates. A survey by Tung of U. S. MNCs revealed that two out of the top three reasons given for poor performance of U.S. expatriate managers are family related. The most important reason for poor performance was given as the inability of the expatriate spouse to adjust to the environment. The third most frequently cited reason, according to Tung's survey was

¹¹John P. Senko, "Dollar-Wise, Pound-Foolish: Controlling Expatriate Execs' Costs," Management Review (March 1991): 39.

¹²Fergus, 45.

¹³Lennie Copeland and Lewis Griggs, Going International: How to Make Friends and Deal Effectively in the Global Marketplace, (New York, NY: Random House, 1985),

other family related problems.¹⁴

Several other researchers have documented the relationship between expatriate performance and the family. For example, Hays found that the main reason for failure or poor performance of expatriate managers was linked to the family situation.¹⁵ Harvey states that in relation to foreign assignments, the expatriate's family situation may "outweigh all other reasons for the failure of expatriates to adjust."¹⁶ In a study by Black and Stephens, the adjustment of the spouse to overseas relocations was highly correlated with adjustment of the expatriate.¹⁷ In a survey of 24 MNCs conducted by Haslberger and Stroh, many of the companies cited the spouse's lack of adjustment overseas as a primary cause for the premature return of expatriate managers.¹⁸ Another recent survey reported similar findings. The U.S. managers polled reported the number one cause for expatriate failure was due to the spouse's inability to adapt, and the number three reason for failure was other family-related problems.¹⁹ Black and Gregersen pointed to the importance of spouse adjustment when they quoted an American HRM executive as saying:

¹⁴Tung, The New Expatriates, 15.

¹⁵Richard D. Hays, "Expatriate Selection: Insuring Success and Avoiding Failure," Journal of International Business Studies 5 (1974): 37.

¹⁶Michael G. Harvey, "The Executive Family: An Overlooked Variable in International Assignments," Columbia Journal of World Business (Spring 1985): 84.

¹⁷J. Stewart Black and Gregory K. Stephens, "The Influence of the Spouse on American Expatriate Adjustment and Intent to Stay in Pacific Rim Overseas Assignments," Journal of Management 15 no. 4 (December 1989): 539.

¹⁸Arno Haslberger and Linda K. Stroh, "Forget-Me-Not: An Examination of Overseas Support for Expatriates," Mobility (February 1991): 33.

¹⁹Raymond J. Stone, "Expatriate Selection and Failure," Human Resource Planning 14, no. 1 (1991): 10.

For 24 years I have seen expatriate spouses come and go; many would fail or be miserable because they didn't have the split level home on a dead end street, the Jello, the cotton bread, the prepared foods, etc.--or many would have the experience of their life. Whether the family's experience is miserable or exciting depends on the spouse. When the spouse goes, and does it, everything else follows...²⁰

Due to the fact that adjustment of the spouse and family appear to be important factors in the failure of U.S. expatriate managers, it is important to look at this issue more closely.

²⁰J. Stewart Black and Hal B. Gregersen, "The Other Half of the Picture: Antecedents of Spouse Cross-Cultural Adjustment," Journal of International Business Studies (Third Quarter 1991): 461.

CHAPTER II

THE LITERATURE

According to Harvey, the expatriate's family may experience prolonged periods of low morale and this may directly impact his/her performance.²¹ Howard lists a number of factors that are disruptive to families when they move to an alien culture. Expatriate wives may be treated as second-class citizens in some cultures, and this may in turn restrict them professionally, educationally, and culturally. This may lead to a lack of satisfaction for the wife in terms of personal goals, professional challenges, and self-fulfillment.²² Also, only one of 150 companies in a recent study reported fully offsetting the income of the trailing spouse.²³ Even though the expatriate receives higher compensation for the foreign assignment, if the trailing spouse is career oriented there may be some economic discomfort experienced by the family. Other disruptive situations related to the relocation of families overseas include language and cultural differences that lead to communication problems. Separation from family and loved ones in the U.S. can also be disruptive. Even living conditions could be significantly different in the host

²¹Michael Harvey and Robert Lusch, "Executive Stress Associated with Expatriation and Repatriation," Academy of International Business Proceedings (December 1982): 540-543, quoted in Michael G. Harvey, "The Executive Family," Columbia Journal of World Business (Spring 1985): 86.

²²Cecil G. Howard, "How Relocation Abroad Affects Expatriates' Family Life," Personnel Administrator (November 1980): 72.

²³Calvin Reynolds and Rita Bennett, "The Career Couple Challenge," Personnel Journal 70, no. 3 (March 1991): 46.

country, and could cause problems.²⁴

Other literature on job related relocation, not necessarily linked to overseas assignments, point out effects on families. According to Thomas Camden, president of a personnel consulting firm, relocation can cause a deep sense of loss in the family that is similar to a divorce or the death of a loved one.²⁵ Magnus and Dodd report an Employee Relocation Council study found that approximately 25 percent of children involved in a move experienced some problems of dependency on parents and insecurity.²⁶ Gaylord states that studies suggest relocation is most stressful at ages 3 to 5, and 14 to 16.²⁷ The 3 to 5 year olds suffer most often from emotional difficulties, while the 14 to 16 year olds experience social frustrations.²⁸ Pinder found that adjustment problems of adolescent children were the human costs most frequently reported by respondents during relocation. Leaving friendships and romances can be traumatic for adolescents. Pinder also found that children do not always accompany their families when there is a job related relocation. Thus, a premature dissolution of the family unit may occur. Also, Pinder found that respondents left an average of seven relatives behind during their latest transfer.²⁹

²⁴Howard, 73.

²⁵Margaret Magnus and John Dodd, "Relocation: Changing Attitudes and Company Policies," Personnel Journal (July 1981): 543.

²⁶Ibid., 544.

²⁷Robert Seidenberg, Corporate Wives--Corporate Casualties? (Garden City, N.Y.: Anchor Press, 1975), quoted in Maxine Gaylord, "Relocation and the Corporate Family: Unexplored Issues," Social Work (May 1979): 188.

²⁸Maxine Gaylord, "Relocation and the Corporate Family: Unexplored Issues," Social Work (May 1979): 188.

²⁹Craig C. Pinder, "The Dark Side of Executive Relocation," Organizational Dynamics 17 no. 4 (Spring 1989): 53-55.

There is some literature that suggests ways to improve the chances of success for U.S. expatriate managers and their families. Effective selection practices are an important piece in the puzzle that leads to the successful expatriate. All too often, "Joe gets an assignment in Kuala Lumpur not because he has a supportive family, an open adaptable personality or a desire to live overseas, but because he was on the bowling team with the head of the Malaysian project."³⁰ On the other hand David Pulatie, vice president and director of employee relations-personnel international at Motorola suggests that sophisticated job selection is very important. This selection process is not just related to the managers, but their families as well. Extensive private interviews are conducted and the candidate's family situation is evaluated.³¹ The results from a recent survey found that the more the opinion of the spouse was sought by the company concerning the acceptance of the international assignment, the greater was the degree of adjustment by the spouse to the general environment.³² McEnery and DesHarnais suggest that an employer must look at the motivation of the expatriate family and their ability to adapt.³³ Harvey points out the fact that few MNCs have training programs for the spouse of the expatriate, and even fewer have training programs which address the unique problems of the expatriate's children. He cites a survey by Lanier that found 25 percent of MNCs in the U.S. have no international training. Fifty percent offer training only related to company matters.

³⁰Allen L. Hixon, "Why Corporations Make Haphazard Overseas Staffing Decisions," Personnel Administrator (March 1986): 93.

³¹Geraldine Spruell, "How Do You Ensure Success of Managers Going Abroad?," Training and Development Journal 39 (December 1985): 22-23.

³²Black and Gregersen, "The Other Half of the Picture," 471.

³³Jean McEnery and Gaston DesHarnais, "Culture Shock," Training and Development Journal (April 1990): 47.

Less than half of the training programs include the spouse, and virtually none include the adolescents.³⁴ Harvey goes on to outline a plan for training and involvement of the expatriate and his/her family. Rahim also says that training for the expatriate's family is important. He states that the families should receive orientation and training before, during, and after foreign assignments. He goes on to detail the information that needs to be included in this training for it to be successful.³⁵ Haslberger and Stroh suggest that expatriate managers and their families should be given ongoing communication and cross-cultural training until they are at a level of skill that they are comfortable with.³⁶ Howard outlines abilities that wives of expatriate managers should possess in order to enhance their success overseas. Some of these are, the ability to adapt to a new environment, the ability to withstand the effects of physical changes, the ability to accept new cultures and ideas, and the ability to be emotionally mature and cooperative.³⁷ Howard also expresses that for some families, the experience of an overseas assignment might actually bring a family closer together.³⁸ The above noted literature, while addressing many of the issues associated with a foreign assignment, still leaves many questions unanswered. This study will examine a few of these issues by creating a profile of the American expatriate, studying some of their attitudes regarding international relocation, and outlining the types of programs multi-national corporations offer expatriates and their families.

³⁴Michael G. Harvey, "The Multinational Corporation's Expatriate Problem: An Application of Murphy's Law," Business Horizons (January-February 1983): 72.

³⁵Afzalur Rahim, "A Model for Developing Key Expatriate Executives," Personnel Journal (April 1983): 315.

³⁶Haslberger and Stroh, "Forget-Me-Not," 33.

³⁷Howard, "How Relocation Abroad Affects Expatriates' Family Life," 75-76.

³⁸Ibid., 71-72.

CHAPTER III

RESEARCH QUESTIONS

General Research Question: What types of programs are multi-national organizations offering to their expatriates and families?

Research Question #1: How many domestic and international relocations have American expatriates had?

Research Question #2: To what degree are American expatriates and their spouses, currently overseas, willing to move internationally in the future?

Research Question #3: To what degree are American expatriates and their spouses willing to stay the entire length of their current international assignment?

Research Question #4: What were the attitudes of American expatriates and their spouses prior to their present international move?

Research Question #5: What types of developmental programs do American corporations have in place for potential expatriates?

Research Question #6: What types of selection criteria do American corporations use when selecting expatriates for overseas assignments?

Research Question #7: What types of pre-departure training do American expatriates receive before going overseas?

Research Question #8: What types of overseas support programs do American corporations offer to expatriates?

Research question #9: What types of overseas support programs do American corporations offer to expatriate families?

Research question #10: What do American expatriates and their spouses perceive as the factors that will contribute most to the completion of their current assignment?

Research question #11: What do American expatriates and their spouses perceive as the factors that will contribute most to the early termination of their current assignment?

CHAPTER IV

METHODS

The respondents for this study came from a population of expatriates working for five multinational corporations. These five organizations are part of a consortium of companies offering counsel and support (providing internships for graduate students and support in mailings, making personnel available, and so on) to the Institute of Human Resources & Industrial Relations' graduate-level global human resource management program offered at Loyola University Chicago. The number of expatriates in each company ranged from 5 to 198.

Procedures: Data Collection

The researchers sent mail surveys to the total population of expatriates in each company. Two companies sent the surveys through interoffice mail to save the researchers mailing costs. In the other cases, the researchers sent the questionnaires by first-class international mail. All expatriates received: 1) A letter from the researchers stating the purpose of the study and explaining that no one from their organization would see or learn of their responses to the questionnaire, 2) A letter from the corporate liaison in the expatriates' home office expressing support for the study and acknowledging the importance of confidentiality by noting that the company would see only aggregate results from the survey, 3) A questionnaire for each expatriate and one for the expatriates' spouse (where applicable), 4) An envelope with return postage guaranteed by each

expatriate's corporation.

Sample Description

The mean age of expatriates in this study was 42 years, while the mean age for spouses was 40 years. The overwhelming majority of expatriates were male (94.7%). Ethnicity of respondent expatriates was far from diverse with 93.6% reportedly White, 3.2% Asian, 1.6% Hispanic, less than 1% Black, and another 1% reported being "other". Spouses fell into a similar ethnic breakdown with 90.3% being White, 4.5% Asian, 3.7% Hispanic, and less than 1% for both Black and "other".

In this study 89.5% of the expatriates were married. The mean length of marriage was 15 years. A larger percentage of expatriates reported being married previously than spouses. Of the expatriates, 25.9% reported being married previously, while 19.4% of spouses reported the same.

The mean age of the oldest child living with the expatriate family was 11 years. Expatriates reported a mean number of children as 1.38. The expatriates reported that 48% of the oldest children living with them were male, while 52% were female.

The highest level of education obtained by expatriates and spouses varied across the spectrum of high school to Phd/other professional degree. Expatriates attaining some post-graduate work, a master's degree, or a PhD or other professional degree was over 70%. The total for spouses attaining these same levels of education was only 26%. The most frequently attained level of education reported by expatriates was a master's degree at 42%, while for spouses the most frequently chosen category was college graduate at 37%.

Opinions by expatriates and spouses differed slightly on whether the spouse was

employed before the move. Expatriates reported that 58.8% of their spouses were employed before the move to the overseas assignment, while 62.1% of spouses self reported being employed before the move overseas. When the question of whether the spouse was currently employed, the expatriates and spouses differed once again in their opinions. Expatriates reported that 16.4% of their spouses were currently employed, while only 13.6% of spouses self reported being employed currently. These differences, however, could be attributed to the difference in sample size of expatriate and spouse. Expatriate n=190 and spouse n=134. Please see table 1 in appendix a for further details regarding these responses.

Measures

Relocation history. Each expatriate and spouse were asked how many U.S. based location moves they had made. They each were then asked how many of those moves were made with their current spouse. Each expatriate and spouse were also asked how many international moves they had made. They were each then asked how many of those moves were with their current spouse.

Willingness to move internationally. Expatriates and spouses were asked to circle which statement best expressed how they felt about a future international move. A five point scale was used for response choices with a one expressing the most willingness to move and a 5 expressing the least willingness to move internationally in the future. The response choices listed from most positive to most negative are as follows: "I am willing to move internationally," "I am probably willing to move internationally," "I prefer not to move internationally," "I will move internationally only if pressured to do so," "I will not move internationally for any reason." This question was based on the work of Brett,

Stroh, and Reilly 1993.³⁹

Willingness to stay the length of international assignment. Expatriates and their spouses were asked whether they were willing to stay the entire length of their present international assignment. Response choices were based on a five point scale with a one representing the most willingness to stay the entire length of the of the present assignment, and a five representing the least willingness to stay the length of the assignment. The response choices are listed as follows: "I am willing to stay the entire length of this assignment," "I am probably willing to stay the entire length of this assignment," "I prefer not to stay the entire length of this assignment," "I will stay the entire length of this assignment only if pressured to do so," "I will not stay the entire length of this assignment for any reason."

Attitudes toward moving. Expatriates and spouses were asked to what extent they agreed or disagreed with statements that described their feelings before their present international move. A five point scale was used with a one representing strongly disagree, a three being neutral and a five representing strongly agree. The respondents were asked to circle the number that best described the degree of their feelings for each statement.

Developmental programs. Each expatriate was given a list of possible developmental programs that might be offered by their company to potential expatriates. They were asked to what degree their company offered each program. The types of

³⁹Jeanne M. Brett, Linda K. Stroh, and Anne H. Reilly, "Pulling Up Roots in the 1990's: Who's Willing to Relocate?," Journal of Organizational Behavior (1993).

developmental programs listed were: language training, stress management training, cross-cultural awareness training, day-to-day hints for living in a foreign environment, information for assignee's spouse on the possibility of foreign assignments, international business practices training, psychological suitability/adaptability tests, and a category titled "other, explain". Response choices were based on a four point scale ranging from "a lot to not offered."

Selection criteria. Each expatriate was given a list of statements and asked to rank order the top three that they felt contributed most to their selection for their present international assignment. The statements listed were: I could speak the host country language; I had the technical skills required to do the job; I had the work experience required to do the job; I had previous international experience; I had the ability to be highly adaptable; My spouse/family were seen as adaptable; My spouse/family were seen as supportive; My spouse/partner was not employed; I have the ability to learn new languages easily. A rank of one received a score of three points, a rank of two received a score of two points, a rank of three received a score of one point, and no rank received zero points. The total weighted score for each item using this scale is reported.

Training programs. Each expatriate was given a list of potential predeparture training methods and asked to check all that were offered by their organizations to themselves, their spouses, and their children. The following are the types of training listed on the questionnaire: "survival-level" language training, intermediate language training, advanced language training, cultural assimilation training, stress reduction training, sensitivity training, managerial training, technical training, films, books, case studies, role plays, site visits, cultural briefings, and a category titled "other, explain".

These forms of training were based on the work of Haslberger & Stroh (1992).

Support programs for expatriates. Each expatriate and spouse was given list of possible overseas support programs or benefits offered to expatriates and instructed to check all that were offered. The overseas support programs or benefits listed were: annual home leave, bi-annual home leave, extra vacation, flexible work schedule during work phase, mentor in home office, programs to keep contact with home office, R&R leave trips, "American club membership, other club membership, and other.

Support programs for family. Each expatriate and spouse was given list of possible overseas support programs or benefits offered to expatriate families and instructed to check all that were offered. The overseas support programs or benefits listed were: help in finding recreation, job-like activities for spouse when work permit restrictions apply, job placement for spouse, school placement, finding childcare for children, counseling, coach (host country national advisor), help in house hunting, language, look-see trips, and other.

Factors in assignment completion. Each expatriate and spouse was given a list of statements and was asked to rank order the top five reasons that they felt would contribute most to the completion of their present international assignment. Response choices included these statements: I will adjust to my job; My spouse/partner is employed; My child/children will adjust to the culture; I will adjust to the culture; I received training prior to the move; I have a strong relationship with my spouse/partner; My spouse/partner will adjust to the culture; I have good local assistance; I can speak the language of the host country; I have the technical skills required to do the job; There is strong host country national support for my position; I have the work experience

required to do the job; I have previous international experience; My spouse/family are supportive; I have overseas support from my organization; I have the ability to learn new languages easily; Other, please explain. A rank of one received a score of five points, a rank of two received a score of four points, a rank of three received a score of three points, a rank of four received a score of two points, a rank of five received a score of one point, and no rank received zero points. The total weighted score for each item using this scale is reported.

Factors in early termination of assignment. Each expatriate and spouse was given a list of statements and was asked to rank order the top five reasons that they felt would contribute most to the early termination of their present international assignment. Response choices included the following statements: I will not adjust to my job; I will be reassigned to another more important position; My spouse/partner is not employed; My child/children will not adjust to the culture; I will not adjust to the culture; I did not receive adequate training prior to the move; I do not have a strong relationship with my spouse/partner; My spouse/partner will not adjust to the culture; I cannot speak the language of the host country; I do not have the technical skills required to do the job; There is weak host country national support for the position; I do not have the work experience required to do the job; I have no previous international experience; I have no local support/assistance; My spouse/family are not supportive; I have no overseas support from my organization; I do not have the ability to learn new languages easily; Other, please explain. A rank of one received a score of five points, a rank of two received a score of four points, a rank of three received a score of three points, a rank of four received a score of two points, a rank of five received a score of one point, and no

rank received zero points. The total weighted score for each item using this scale is reported.

CHAPTER V

RESULTS

Response to Research Question #1

Expatriates reported a mean of 2.75 domestic relocations and a mean of 1.51 domestic relocations with their current spouse. Spouses reported a mean of 2.07 domestic moves and a mean number of 1.58 domestic moves with their current spouse. When asked about international moves, expatriates reported a mean number of 2.35 moves and a mean number of 1.87 moves with their current spouse. Spouses reported a mean of 2.08 international moves and a mean number of 1.89 moves with their current spouse. Please see table 2 in appendix a for more information regarding these responses.

Response to Research Question #2

Expatriates disclosed a mean of 1.66 on the scale of willingness to move internationally in the future. Spouses reported a slightly higher degree of willingness to move internationally with a mean score of 1.58 (see table 1).

Response to Research Question #3

Expatriates were quite willing to stay the entire length of their current international assignment and reported a mean response of 1.17. Spouses also were willing to stay the length of the present assignment and reported a mean response of 1.19 (see table 2).

Response to Research Question #4

When presented with the statement "I looked forward to this move," expatriates

and spouses responded similarly in a positive way. The mean score for the response to this statement for expatriates was 4.17 while for spouses the mean was 4.08. When expatriates and spouses were presented with the statement, "I felt I had no choice regarding the move," the mean response scores were similar. The mean expatriate score was 2.03, while the mean score for spouses was 2.22 (see table 2).

Response to Research Question #5

Language training was by far the developmental program offered most often to potential expatriates (47% receiving a lot or some). Cross cultural awareness training and hints for living in a foreign environment were ranked second and third with 25% receiving a lot or some cross cultural awareness training and 22% receiving a lot or some hints for living in a foreign environment. Expatriates reported that 14% of their spouses received a lot or some information about possible foreign assignments as part of the company expatriate developmental program. Only 12% of expatriates reported receiving a lot or some international business practices training as part of a potential expatriate developmental program. Less than 10% of expatriates reported receiving stress management training or psychological suitability or adaptability tests. Please see table 3 in appendix a for more information regarding these responses.

Response to Research question #6

Expatriates felt that the criteria that contributed most to selection for their current overseas assignment were that they had the work experience to do the job, which ranked first, and that they had the technical skills required to do the job which came in second. The third highest ranked criteria for selection was the ability to be highly adaptable, while previous international experience scored next or fourth in the ranking. Next, but not

scoring nearly as highly was that they could speak the host country language. Supportiveness and adaptability of the spouse/family came next in the ranking and tied with the same score. The last two criteria for selection received negligible scores and were that the spouse was not employed followed by the ability to learn new languages easily. Please see table 4 in appendix a for further information on these responses.

Response to Research Question #7

The most popular form of predeparture training for expatriates was site visits. Seventy-six percent of expatriates received this form of training, 64 % of the spouses were also given site visits and 11% of the children were invited to go along.

Books, cultural assimilation training, cultural briefings and survival level language training followed site visits as other popular forms of predeparture training. Interestingly, case studies and roles plays were less often used, but are frequently cited in the literature as appropriate training methods.

Spouses received less predeparture training than expatriates, but children received correspondingly much less training. In only two of the fourteen possible categories listed for predeparture did over 105 of the children receive them. These were cultural assimilation training at 13.5% and site visits at 10.7%. This is common in the literature on training of expatriates and families. Please see table 5 in appendix a for more information regarding these responses.

Response to Research Question #8

According to expatriates the top three overseas support programs or benefits were annual home leave with 88.3% receiving, followed by extra vacation which 25.7% reported receiving, and "American" club membership received by 25.7%. Spouses

reported the same top three overseas support programs received by expatriates, but in a different order. Spouses said that annual home leave was the most popular type of overseas support received by 90.3% of expatriates, followed by "American" club membership with 25% getting this support and, 18.5% of expatriates receiving extra vacation. Other types of overseas support programs reportedly received less by expatriates were R&R leave trips, home office contacts, bi-annual home leave, flexible work schedule, and other club membership. This group of programs and benefits were received by between 16% to 5% of expatriates as reported by expatriates and spouses. A mentor in the home office was disclosed by expatriates to be the least received support program from their corporation. One interesting difference in the results concerning overseas support programs was that 10.1% of expatriates said they had a flexible work schedule, while only 4.8% of spouses reported that expatriates had a flexible work schedule. Please see table 6 in appendix a for more information regarding these responses.

Response to research question #9

Expatriates and spouses reported the same top four types of overseas support offered to their family. The most popular type of overseas support reportedly offered was help in house hunting, with 75.2% of expatriates reporting this was offered to their family, and 70.3% of the spouses reported the same. Next came look-see trips with 63.5% of expatriates and 55.5% of spouses detailed that their family was offered this program. The third most popular type of overseas support was a language program offered to families as reported by 53.3% of expatriates and 45.9% of spouses. The next group of overseas support programs were offered to between 12% and 1% of families as reported by

expatriates and spouses. These programs were help in finding recreation, counseling, host country coach, job placement for spouse, job-like activities for spouse, and finding childcare. Interestingly, job placement for the spouse and job-like activities for spouse were received by less than 4% of respondents. Please see table 7 in appendix a for further information regarding these responses.

Response to research question #10

Expatriates reported that the top ranked reason contributing to the successful completion of their present international assignment was that they had the technical skills required to do the job. This reason was ranked third by spouses. Spouses reported, on the other hand, that a strong relationship with their spouse/partner was the number one ranked reason for successful completion of the assignment by the expatriate. For expatriates, strong relationship with spouse/family was ranked third. The second ranked statement for expatriates and spouses was that the expatriate had the work experience required to do the job. The fourth ranked statement for expatriates was that spouse/family are supportive, while this was the fifth ranked statement for spouses. The fourth ranked statement for spouses that the expatriate would adjust to the job. Previous international experience ranked sixth in importance for expatriates, while ninth for spouses. Spouses viewed the importance of children adjusting to the culture as number sixth in the ranking, but expatriates ranked this statement as number thirteen. Speaking the host country language appeared more important for expatriates than spouses. Expatriates rated this item eighth, while spouses rated it as twelfth. Interestingly, both expatriates and spouses felt that predeparture training would not contribute highly to the completion of the assignment since this statement was ranked last by expatriates and next

to last by spouses. Please see table 8 in appendix a regarding more information regarding these responses.

Response to research question #11

The top ranked reason expatriates and spouses chose concerning early termination of the current assignment was reassignment to another more important position. The second ranked reason chosen by expatriates was that they do not have the technical skills required to do the job. This was the third ranked reason for spouses, while the second was that the expatriate will not adjust to the job. Expatriates ranked their own adjustment to the job as third. Interestingly, expatriates reported the fourth ranked reason contributing to early termination of their current assignment was that their spouse/partner will not adjust to the culture. Spouses viewed their own adjustment as ranking ninth and expatriate adjustment to the culture ranked eighth. Expatriates rated their own adjustment to the culture as eleventh. Ranked fifth for the expatriates was no overseas support from the organization, while this was eleventh for the spouses. A reason for early termination perceived very differently by respondents was child/children adjusting to the culture, spouses ranked this fifth, while expatriates ranked it twelfth. Expatriates rated spouse/family are not supportive as the seventh most important reason for early termination, and spouses rated this reason as tenth. Not having a strong relationship with spouse was ranked similarly: with expatriates it was eighth and with spouses it was seventh. Weak host country support for the expatriate was ranked higher by the spouses at fifth than expatriates who ranked this reason for early termination as ninth. At the bottom of the ranking for both at seventeenth was not having the ability to learn new languages easily. Also not seen as important by expatriates and spouses was not

receiving adequate predeparture training which was ranked sixteenth by expatriates and fifteenth by spouses. Please see table 9 in appendix a for more information regarding these responses.

CHAPTER VI

DISCUSSION

The profile of the expatriate in this survey is overwhelmingly white male pointing to a tremendous lack of diversity. With the vast majority being married for a long period of time, this even further narrows the category of expatriate chosen by American multinational corporations for overseas assignments. This narrow focus for the selection of expatriates seems to be the unwritten criteria for overseas assignments and severely limits the options for the human resource manager involved in selection of candidates.

Both expatriates and spouses looked forward to their current international move which points to a sense of confidence or, in the least, the ability to view the relocation in a positive light. Also, both expatriate and spouse respondents in this survey were quite willing to move internationally in the future and even more willing to stay the entire length of their assignment. This also indicates a degree of optimism and satisfaction by both expatriates and their spouses regarding international relocation.

Development programs offered by the five multinational corporations participating in this study were definitely lacking. In fact, only 25% of expatriates in this survey received a lot or some cross cultural awareness training as part of their development for a future international assignment. A full 88% of expatriate respondents received little or no training in international business practices. This is notably poor and does little to create a qualified pool of potential expatriates prepared to succeed overseas.

This study did find that these five multi-national corporations offered a fair amount of predeparture training that required little energy on the part of the organization, such as site visits and books. On the other hand, very little critical incident training programs were offered. These, though they are more effective, require more energy and investment by the organization. This is congruent with the findings regarding development programs for potential expatriates cited above. This lack of critical incident training makes it quite difficult to make any judgements about the effectiveness of training. This problem of analyzing training effectiveness exists because the substance of the training is minimal and the frequency low.

The types of overseas support for expatriates and their families seem to follow the same pattern as was previously outlined regarding predeparture training and development programs. The types of overseas support that expatriates reported to a high degree were annual home leave and extra vacation. These types of support require minimal expenditure of energy by the organization, and are really related to "time off" and not at all the critical kinds of support needed by expatriates. The types of support more critical to the success of the expatriate, such as contacts from or a mentor in the home office, were seldom offered. Overseas support programs for families that were most reported included help in house hunting and look-see trips which are up front kinds of support. Longer term, more specific kinds of overseas support such as a host country coach or help with job placement for the spouse were minimal.

Implications for Human Resource Policy

As noted above, women and minorities were sparsely represented in the population of expatriates in these five multinational organizations. These organizations could

improve the representation of women and minorities by creating a pool of potential candidates for a foreign assignment. Brett, Stroh, and Reilly claim that women and minorities are overlooked as potential candidates because organizations assume these groups will be unwilling to relocate internationally. Their work, instead, shows that females are as willing as males to transfer overseas, minorities are as willing as non-minorities to transfer overseas, and even professional spouses think of a spouses' international assignment as an opportunity for personal growth.⁴⁰ Consequently, many multinational organizations, such as those in this sample, artificially narrow their pool of potential candidates for foreign assignments. By doing so, they may eliminate some very strong potential candidates within their organizations.

Creating a pool of potential candidates can be achieved by surveying and monitoring employees' willingness to relocate internationally. Those organizations that transfer large numbers of employees overseas should even consider querying applicants during the recruitment and selection stages. In those organizations where many will be expected to take a foreign assignment, all new hires should demonstrate attitudes that express a willingness to do so.

Another way of creating a pool of potential expatriates is through the implementation of specialized training and career development programs geared toward creating managers prepared to succeed in the global arena. These training and career development programs would be designed expressly for the purpose of establishing a career track for potential expatriates.

⁴⁰Ibid.

The findings from this study also suggest that human resource policy should address more systematic forms of predeparture training for expatriates, spouses, and the children of expatriates. These organizations are adequately providing materials for their expatriates and families to "self-teach" about their new environment. For example, they provide books, videos, etc. regarding the new foreign community. What the organizations lack, however, is the more critical incident training noted above. How should expatriate managers deal with affirmative action issues in countries like Brazil, Malaysia, and even the recently opened markets of Vietnam and Poland? How do they handle conflict in countries like Japan or China? It is this more specific hands-on decision making that expatriates need prior to their overseas move. In those multinational organizations who have large global human resource departments, this kind of training should be offered. In smaller organizations or those organizations with few expatriates, this kind of training can be sub-contracted from organizations specially created to offer these types of programs. While the cost may seem high at first, the potential benefit is having more effective expatriate managers and managers who have adjusted more readily to their work and community environments. This higher level of adjustment would surely offset the up front cost to the organization.

The findings from this study also suggest that the human resource managers themselves are often only minimally trained to develop and administer global human resource policies. Again, organizations transferring large numbers of expatriates could develop in-house programs, or offer tuition reimbursement for those willing to continue their education in global human resource management.

This study was designed as an exploratory study and as planned, the findings do

suggest areas where further research is needed. Future researchers should investigate what kinds of training most contributes to successful completion of assignment. Repatriation is an area only lightly covered in this study, yet many suggest repatriates have a more difficult time adjusting to their parent company than they did to their overseas move. Future researchers should also examine how the organization can positively impact the repatriates re-entry into the parent organization.

APPENDIX A

TABLES

Table 1.--Demographics

Demographics	Expatriate n=190	Spouse n=134
Age (years) mean	42	40
<u>Sex</u>		
Male	94.7%	2.2%
Female	5.3	97.8
<u>Race</u>		
Asian	3.2%	4.5%
Black5	.7
Hispanic	1.6	3.7
White	93.6	90.3
Other	1.0	.7
<u>Education level</u>		
High school	2.1%	10.6%
Some college	5.8	26.5
College graduate	21.2	37.1
Some post-graduate work	18.5	11.4
Masters degree	41.8	9.8
PhD/other professional degree	10.6	4.5
<u>Marital status</u>		
Married	89.5	
Length of marriage (years) mean	15	15
Married previously	25.9%	19.4%
<u>Children</u>		
Age of oldest living with (mean)	11	11
Number (mean)	1.38	1.52
Male 48.0	42.7	
Female	52.0	57.3
<u>Spouse employed before move</u>		
Yes	58.8%	62.1%
No	41.2	37.9
<u>Spouse currently employed</u>		
Yes	16.4%	13.6%
No	83.6	86.4

Table 2.--Relocation History

Moves	Expatriate mean n=190	Spouse mean n=134
Number of domestic moves	2.75	2.07
With spouse	1.51	1.58
Number of international moves	2.35	2.08
With spouse	1.87	1.89
Willing to move internationally ^a	1.66	1.58
Willing to stay entire length of current assignment ^a	1.17	1.19
<u>Attitudes toward move</u>		
Looked forward to this move	4.17	4.08
Had no choice regarding move	2.03	2.22

^aLower score means more positive.

Table 3.--Expatriates Receiving Developmental Programs for Potential International Assignment

Program	A Lot or Some % Receiving n=190	Little or None % Receiving n=190
Language training	46.8%	53.2%
Cross cultural awareness training	24.9	75.1
Hints for living in a foreign environment	22.0	78.0
Information to spouse about possible foreign assignments	14.1	85.9
International business practices training	12.0	88.0
Stress management training	9.7	90.3
Psychological suitability/adaptability tests	7.6	92.4

Table 4.--Rank Ordering of Expatriates' Perceptions of Criteria Used for Selection

Criteria	Expatriate weighted score ^a n=190
Work experience to do the job	298
Technical skills to do the job	275
Ability to be highly adaptable	176
Previous international experience	119
Could speak host country language	43
Spouse/family seen as adaptable	19
Spouse/family seen as supportive	19
Spouse/partner was not employed	2
Ability to learn new languages easily	1

^aRank 1=3 points, Rank 2=2 points, Rank 3=1 point, No rank=0 points

Table 5.--Predeparture Training Received by Expatriate, Spouse and Children

Type of Preparation	% of Expatriates n=190	% of Spouses n=134	% of Children ^a
Site visits	76.2%	64.3%	10.7%
Books	41.3	34.9	9.7
Cultural assimilation training	33.6	33.6	13.5
Cultural briefings	32.9	27.9	8.7
"Survival level" language training	25.2	24.2	7.7
Films	17.5	15.5	4.9
Case studies	13.3	10.9	1.9
Role plays	11.2	10.1	1.0
Intermediate language training	11.2	7.8	1.0
Sensitivity training	9.1	9.3	1.0
Technical training	6.3	.8	0
Managerial training	5.6	0	0
Advanced language training	3.5	1.6	1.0
Stress reduction training7	.8	0

^aResponses reported by expatriate.

Table 6.--Percentage of Expatriates Receiving Overseas Support

Type of Program	Expatriate Reporting n=190	Spouse Reporting n=134
Annual home leave	88.3%	90.3%
Extra vacation	25.7	18.5
"American club" membership	19.0	25.0
R&R leave trips	16.2	12.9
Home office contacts	14.5	8.9
Bi-annual home leave	11.2	7.3
Flexible work schedule	10.1	4.8
Other club membership	8.4	10.5
Mentor in home office	5.6	6.5

Table 7.--Percentage of Expatriates Receiving Overseas Support for Family

Type Of Program	Expatriate Reporting n=190	Spouse Reporting n=134
Help in house hunting	75.2%	70.3%
Look-see trips	63.5	55.9
Language	53.3	45.9
School placement	40.1	36.9
Help in finding recreation	12.4	8.1
Counseling	5.1	7.2
Host country coach	5.1	4.5
Job placement for spouse	3.6	3.6
Job-like activities for spouse	2.9	.9
Finding childcare	2.2	1.8

Table 8.--Rank Ordering of Reasons for Expatriate Assignment Completion

Reasons	Expatriate Reporting weighted score ^a n=190	Spouse Reporting weighted score ^a n=134
Technical skills required to do the job	485	222
Work experience required to do the job	441	233
Strong relationship with spouse/partner	322	268
Spouse/family are supportive	259	129
Adjust to job	200	210
Previous international experience	177	47
Spouse will adjust to culture	120	75
I can speak host country language	107	39
I will adjust to culture	103	102
Overseas support for expatriate from organization .	86	44
I have good local assistance	67	27
Strong host country support for expatriate	58	40
Child/children will adjust to the culture	40	93
Spouse/partner is employed	26	28
I have the ability to learn new languages easily . .	10	3
I received predeparture training	8	11

^aRank 1=5 points, Rank 2=4 points, Rank 3=3 points, Rank 4=2 points, Rank 5=1 point, No rank=0 points

Table 9.--Rank Ordering of Reasons for Expatriates Early Termination of Assignment

Reasons	Expatriate Reporting weighted score ^a n=190	Spouse Reporting weighted score ^a n=134
Reassigned to another more important position	343	281
Do not have technical skills required to do the job .	220	107
Expatriate will not adjust to job	216	203
Spouse/partner will not adjust to the culture	177	82
No overseas support from organization	141	35
Do not have work experience to do the job	140	97
Spouse/family are not supportive	128	57
Do not have strong relationship with spouse	115	86
Weak host country support for expatriate	111	87
I have no local support/assistance	88	24
I will not adjust to the culture	87	78
Child/children will not adjust to culture	72	87
I have no previous international experience	52	9
I cannot speak the language of host country	41	12
Spouse/partner is not employed	34	24
I did not receive adequate predeparture training . . .	20	11
I do not have the ability to learn languages easily . .	10	3

^aRank 1=5 points, Rank 2=4 points, Rank 3=3 points, Rank 4=2 points, Rank 5=1 point, No rank=0 points

Table 10.--Job Characteristics

Category	% of Expatriates n=190
<u>Job position during current assignment</u>	
Structure reproducer	28.6%
Operational Element	24.3
Engineer/Technician	19.5
Chief Executive Officer/General Manager	17.8
Troubleshooter	9.7
<u>Length of time with current company</u>	
Years (mean)	10
<u>Prior Job Title</u>	
Manager	51.9%
Engineer/engineering manager	19.3
Regional manager	7.5
Controller/financial analyst	5.3
HR representative/manager	4.2
R&D director	3.7
Systems analyst	1.6
Attorney	1.1
Marketing	1.1
Planner	1.1
Sales	1.1
Training specialist	1.1
<u>Current job title</u>	
Manager	56.9%
Regional manager	12.8
Engineer/engineering manager	12.2
Controller/financial analyst	7.0
HR representative/manager	3.2
R&D director	3.2
Attorney	1.1
Planner	1.1
Systems analyst	1.1
Marketing5
Sales5
Training specialist5

Table 10 (continued).--Job Characteristics

Category	% of Expatriates n=190
<u>Prior functional area</u>	
Engineering	15.1%
Marketing/PR	12.9
Management	12.4
Accounting/finance	11.3
Manufacturing	11.3
R&D	7.5
Sales	7.5
Agricultural/transportation	4.8
Technical	4.8
Human resources	4.3
Planning	3.2
Training	2.2
Law	1.1
Varied5
<u>Current functional area</u>	
Management	25.9%
Accounting/finance	12.5
Engineering	10.8
Marketing and PR	10.8
Sales	10.3
Manufacturing	9.2
R&D	5.4
Human resources	4.3
Technical	3.8
Agricultural/transportation	3.2
Training	1.6
Varied	1.1
Law5
Planning5

Table 11.--Company Characteristics

Category	% of Companies n=190
<u>Business group of company operations</u>	
Durable manufacturing	32.8%
Transportation & communication	17.5
Healthcare/Pharmaceuticals	16.9
Civil/Consulting engineering	10.5
Electronics/Computer systems/semiconductors	7.9
Agriculture	5.8
Chemicals	5.8
Nondurable manufacturing	1.6
Petroleum equipment	1.1
<u>Corporate life cycle</u>	
Growth stage	14.4%
Maturity stage	15.5
National identity decline stage	5.0
Global stage	65.2
<u>Company management strategies</u>	
Ethnocentric	37.0%
Polycentric	28.2
Geocentric	34.8
<u>Percent of company sales by foreign subsidiaries</u>	
0-10%	22.6%
11-20%	5.6
21-30%	11.3
31-40%	16.9
41-50%	18.1
51-60%	13.6
61-70%	6.8
71-80%	2.3
81-90%	2.8

APPENDIX B

SURVEYS

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

1. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning your job DURING YOUR PRESENT INTERNATIONAL ASSIGNMENT. Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. My job responsibilities are clearly defined.	1	2	3	4	5
b. My job duties are the same as back in the U.S.	1	2	3	4	5
c. I am given considerable freedom to make job related decisions.	1	2	3	4	5
d. My international assignment has specific organization objectives.	1	2	3	4	5
e. The home office defines my work role.	1	2	3	4	5
f. It is difficult to figure out my work role.	1	2	3	4	5
g. I am given the freedom to define my work role.	1	2	3	4	5
h. I have more responsibility than in the U.S.	1	2	3	4	5
i. My international assignment has specific personal career objectives.	1	2	3	4	5
j. What I was told I would be doing in this assignment matches what I am actually doing.	1	2	3	4	5

2. Please indicate which one of the following positions most clearly defines your job related tasks DURING your present international assignment. CHECK THE ONE MOST CLOSELY RELATED TO YOUR PRESENT INTERNATIONAL ASSIGNMENT

- 1 ☐ Structure Reproducer- To build or reproduce in a foreign subsidiary a structure similar to that which you know from another part of the company. For example: a technology transfer; a marketing framework; implementing a financial reporting system; or establishing a production plant.
- 2 ☐ Troubleshooter- Sent to a foreign subsidiary to analyze and solve a particular operational problem.
- 3 ☐ Operational Element- To perform an existing job in an already existing operational structure.
- 4 ☐ Chief Executive Officer/General Manager- Overseeing and directing the entire foreign operation.
- 5 ☐ Engineer/Technician- To perform a job requiring engineering or highly technical skills.

3. When you were initially hired by your company, was there any discussion about your potential willingness to accept an international assignment?

1 ☐ YES 2 ☐ NO

4. Does your company management see a foreign assignment as a desirable career move within this company?

CHECK ONE

1 ☐ Very desirable 2 ☐ Desirable 3 ☐ Somewhat Desirable 4 ☐ Not Desirable at All

5. Does your company provide a program to develop potential international assignees before they are sent overseas?

1 ☐ YES 2 ☐ NO

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

6. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning what CONTRIBUTED MOST TO YOUR SELECTION for your present international assignment. In other words, why were you selected?

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
_____ I could speak the language of the host country.	1	2	3	4	5
_____ I had the technical skills required to do the job.	1	2	3	4	5
_____ I had the work experience required to do the job.	1	2	3	4	5
_____ I had previous international experience.	1	2	3	4	5
_____ I had the ability to be highly adaptable.	1	2	3	4	5
_____ My spouse/family were seen as adaptable.	1	2	3	4	5
_____ My spouse/family were seen as supportive.	1	2	3	4	5
_____ My spouse/partner was not employed.	1	2	3	4	5
_____ I have the ability to learn new languages easily.	1	2	3	4	5

FOR THE ABOVE QUESTION, Please **GO BACK** and rank order the top **THREE** reasons that you feel CONTRIBUTED MOST TO YOUR SELECTION for your present international assignment. READ ALL the choices BEFORE entering your response. IN THE SPACE PROVIDED put a "1" in front of the most important reason, then put a "2" by the next most important reason, and so on.

7. To what degree does your company offer the following developmental programs for potential international assignees?

Language Training	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Stress Management Training	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Cross-cultural Awareness Training	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Day-to-Day Hints for living in a foreign environment	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Information for assignee's spouse on the possibility of foreign assignments	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
International business practices training	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Psychological suitability/adaptability tests	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered
Other, explain _____	1 <input type="checkbox"/> A lot	2 <input type="checkbox"/> Some	3 <input type="checkbox"/> A little	4 <input type="checkbox"/> Not offered

8. Does your company provide special training for those who actually select people for international assignments?

1 ☐ YES 2 ☐ NO 3 ☐ DON'T KNOW

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

9. What is your highest level of education?

- 1 ☐ high school 3 ☐ college graduate 5 ☐ Masters degree
 2 ☐ some college 4 ☐ some post-graduate work 6 ☐ MD, JD, PhD, or other professional degree

10. Did your company interview your family as part of the selection process for this international assignment?

- 1 ☐ YES 2 ☐ NO

10a. If YES, for what purpose do you feel the interview was conducted? CHECK ALL THAT APPLY

- 1 ☐ To assess their ability to cope with change
 2 ☐ To explore their attitudes toward the foreign stay
 3 ☐ To win their support for the foreign assignment
 4 ☐ To inform them personally of the assignment
 8 ☐ Other, please explain _____

11. Did your company provide preparatory training for this foreign assignment?

- 1 ☐ YES 2 ☐ NO

12. Does your company vary the amount of preparatory training for a foreign assignment?

- 1 ☐ YES 2 ☐ NO

12a. If YES, what does it depend on? CHECK ALL THAT APPLY

- 1 ☐ Level of assessed cross-cultural skills
 2 ☐ Job category of the international assignee
 3 ☐ Extent of the cross-cultural differences between the U.S. and target country
 4 ☐ Previous international experience
 5 ☐ Length of overseas assignment
 8 ☐ Other, please explain _____

13. How many hours of preparatory training did you receive prior to this international assignment?

CHECK ONE

- 1 ☐ 0-5 3 ☐ 11-20 5 ☐ 31-40 7 ☐ 81-120
 2 ☐ 6-10 4 ☐ 21-30 6 ☐ 41-80 8 ☐ Over 120

14. Which of the following did your company provide for you and/or your spouse and children before final departure? CHECK THOSE THAT APPLY

<u>TYPE OF PREPARATION</u>	<u>OFFERED TO: ASSIGNEE</u>	<u>SPOUSE</u>	<u>CHILDREN</u>
"Survival-level" language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Intermediate language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Advanced language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Cultural assimilation training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Stress-reduction training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Sensitivity training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Managerial training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Technical training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Films	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Books	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Case studies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Role plays	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Site visits	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Cultural briefings	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Other, explain _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

15. Does your company provide continued overseas support for you?

- 1 ☐ YES 2 ☐ NO

If YES, which of the following overseas support programs does your company offer?

15a. For the international assignee: **CHECK ALL THAT APPLY**

- 1 ☐ Annual home leave
 2 ☐ Bi-annual home leave
 3 ☐ Extra vacation
 4 ☐ Flexible work schedule during work phase
 5 ☐ Mentor in home office
 6 ☐ Programs to keep contact with home office
 7 ☐ R&R leave trips
 8 ☐ "American" club membership
 9 ☐ Other club membership
 0 ☐ Other, describe _____

If YES, to question #15, which of the following overseas support programs does your company offer?

15b. For the international assignee's family: **CHECK ALL THAT APPLY**

- 1 ☐ Help in finding recreation
 2 ☐ Job-like activities for the spouse, when work permit restrictions apply
 3 ☐ Job placement for spouse
 4 ☐ School Placement
 5 ☐ Finding childcare for children
 6 ☐ Counseling
 7 ☐ Coach (host country national as an advisor)
 8 ☐ Help in house hunting
 9 ☐ Language
 0 ☐ Look-See trips
 1 ☐ Other, describe _____

16. Does someone from the home office intervene when you have work related problems?

- 1 ☐ YES 2 ☐ NO

17. Does someone from the home office intervene when you have personal problems?

- 1 ☐ YES 2 ☐ NO

18. Does someone from the home office intervene when you have family related problems?

- 1 ☐ YES 2 ☐ NO

19. If you answered YES to any of the three previous questions, please answer this question.

How does the home office intervene in each situation? **CHECK ALL THAT APPLY**

<u>TYPE OF INTERVENTION</u>	<u>PROBLEM AREA: WORK</u>	<u>PERSONAL</u>	<u>FAMILY</u>
a. Technical skills training for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. Managerial skills training for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. Change in assignee's responsibilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. Removal from assignment	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. Providing a host country national as advisor	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f. Vacation or sick leave for the assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
g. Counseling for the assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
h. Counseling for the family	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
i. Stress management workshop for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
j. Stress management workshop for family	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
k. Providing spouse with meaningful occupation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
l. Other, explain _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

20. In what business group does your company operate?
- | | |
|---|---|
| 1 <input type="checkbox"/> Agriculture | 5 <input type="checkbox"/> Banking & Finance |
| 2 <input type="checkbox"/> Durable Manufacturing | 6 <input type="checkbox"/> Healthcare |
| 3 <input type="checkbox"/> Nondurable Manufacturing | 7 <input type="checkbox"/> Chemicals |
| 4 <input type="checkbox"/> Transportation & Communication | 8 <input type="checkbox"/> Other, explain _____ |
21. Please mark the category that best represents your company with one of the four corporate life cycle characteristics: **CHECK ONE**
- 1 ☐ **Growth Stage:** Develop product in home country, market there and abroad, by exporting, then subsidiaries. Product, process, and technologies eventually transferred to new locations.
- 2 ☐ **Maturity Stage:** Product price tends to be driven down by competition, profit margins decline.
- 3 ☐ **National Identity Decline Stage:** Exports are displaced by expanding and lower cost foreign based production; movement toward more foreign based production.
- 4 ☐ **Global Stage:** Competitive strategy moves from product technology to new and superior process technology; establishes subsidiaries in competitive markets; sources globally.
22. Please mark the category that best represents your company in terms of its management strategies: **CHECK ONE**
- 1 ☐ **Ethnocentric:** Top management attempts to implement values, policies and sentiments of the parent company regardless of environmental/cultural differences.
- 2 ☐ **Polycentric:** Top management emphasizes environmental/cultural differences and makes deliberate choices to make foreign operations as local as possible.
- 3 ☐ **Geocentric:** Top management operates functionally, recognizes differences, not assuming omniscience at home or abroad. Truly global.
23. How long have you been employed by this organization? _____ (years) _____ (months)
24. Prior to your present international assignment, what was your job title? _____
25. Prior to your present international assignment, what functional area did you work in? _____
26. What is your current job title? _____
27. What functional area do you currently work in? _____
28. How much "hands on" international business/management experience does the Top Management in your corporation have? **CHECK ONE**
- 1 ☐ A lot 2 ☐ Some 3 ☐ A little 4 ☐ None
29. In general, how does your company envision its relationship with its employees?
Given the following two statements, please circle the number on the continuum from 1 to 6 that most closely reflects your company's position:

We have a responsibility for our employees' welfare. We provide support for employees in personal and family matters.

1 2 3 4 5 6

We have no business in our employees' private lives. We confine ourselves to work matters. Beyond that, we do not interfere.

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

30. Which statement best expresses how you feel about a FUTURE international move? CIRCLE ONE

- a. I am willing to move internationally 1
- b. I am probably willing to move internationally 2
- c. I prefer not to move internationally 3
- d. I will move internationally only if pressured to do so 4
- e. I will not move internationally for any reason 5

30a. How important is geographic location to your above response? CHECK ONE

- 1 ☐ Very Important 2 ☐ Important 3 ☐ Not Very Important 4 ☐ Not Important At All

30b. How important is the type of job to your response to question #30? CHECK ONE

- 1 ☐ Very Important 2 ☐ Important 3 ☐ Not Very Important 4 ☐ Not Important At All

31. Did your company discuss repatriation before you left for this international assignment?

- 1 ☐ YES 2 ☐ NO

32. Were you assured a job upon return to the U.S.? CHECK ONE

- 1 ☐ Yes, an advancement
2 ☐ Yes, a position of equal stature
3 ☐ No, a job was not assured

33. What was the beginning date of your present international move? _____ (month) _____ (year)

34. To what extent do you agree or disagree with the following statements? Circle the number that best describes your FEELINGS BEFORE YOUR PRESENT INTERNATIONAL MOVE. Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| a. I looked forward to this move. | 1 | 2 | 3 | 4 | 5 |
| b. I dreaded this move. | 1 | 2 | 3 | 4 | 5 |
| c. I felt the move would be a rewarding challenge. | 1 | 2 | 3 | 4 | 5 |
| d. I was optimistic about the move. | 1 | 2 | 3 | 4 | 5 |
| e. I felt I had no choice regarding the move. | 1 | 2 | 3 | 4 | 5 |
| f. I felt the culture would be too different from ours. | 1 | 2 | 3 | 4 | 5 |
| g. I was pessimistic about the move. | 1 | 2 | 3 | 4 | 5 |
| h. I made the choice to move without pressure from superiors. | 1 | 2 | 3 | 4 | 5 |
| i. I felt the culture was very much like ours. | 1 | 2 | 3 | 4 | 5 |
| j. I felt the move would be a difficult challenge. | 1 | 2 | 3 | 4 | 5 |

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

35. Please estimate the percentage of total company sales your foreign subsidiaries contribute:

- 1 ☐ 0-10% 3 ☐ 21-30% 5 ☐ 41-50% 7 ☐ 61-70% 9 ☐ 81-90%
 2 ☐ 11-20% 4 ☐ 31-40% 6 ☐ 51-60% 8 ☐ 71-80% 0 ☐ 91-100%

36. Was your spouse employed outside the home before your present international move?

- 1 ☐ YES 2 ☐ NO

37. Is your spouse currently employed outside the home?

- 1 ☐ YES 2 ☐ NO

38. How important is it to your spouse to be employed outside the home? CHECK ONE

- 1 ☐ Very Important 2 ☐ Important 3 ☐ Not Very Important 4 ☐ Not Important At All

39. To what extent do you agree or disagree with the following statements? Circle the number that best expresses your RESPONSE BEFORE YOUR PRESENT INTERNATIONAL MOVE.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

a. I was an active member of a church before the move.

Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree

1 2 3 4 5

b. I was involved in community activities and projects.

1 2 3 4 5

c. I saw members of our extended family often.

1 2 3 4 5

d. I was actively involved in a civic organization.

1 2 3 4 5

e. I was actively involved in social activities.

1 2 3 4 5

40. In what city and country is your present international move?

City _____ Country _____

41. How did you view the culture of this country, as compared to your own, before you moved to it?

CHECK ONE

- 1 ☐ Very Different 2 ☐ Different 3 ☐ A Little Different 4 ☐ The Same

42. Are you able to speak the host country's language?

- 1 ☐ Yes 2 ☐ Somewhat 3 ☐ No

43. How did you view the culture of the country, as compared to your own, after you had been there six months? CHECK ONE ANSWER ONLY IF APPLICABLE

- 1 ☐ Very Different 2 ☐ Different 3 ☐ A Little Different 4 ☐ The Same

44. To what degree do you like the culture of the country of your present international move?

CHECK ONE

- 1 ☐ A lot 2 ☐ Some 3 ☐ A Little 4 ☐ Not at all

45. How difficult is it to adapt to the culture of the country of your present international move?

CHECK ONE

- 1 ☐ Very difficult 2 ☐ Difficult 3 ☐ Somewhat difficult 4 ☐ Not difficult at all

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

46. To what extent do you agree or disagree with the following statements? Circle the number that best describes your **FEELINGS CONCERNING THE HOST COUNTRY** of your present international move.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| a. The medical care is better. | 1 | 2 | 3 | 4 | 5 |
| b. The cost of living is higher. | 1 | 2 | 3 | 4 | 5 |
| c. There are lots of other Americans around. | 1 | 2 | 3 | 4 | 5 |
| d. The medical care is easy to access. | 1 | 2 | 3 | 4 | 5 |
| e. The cost of housing is higher. | 1 | 2 | 3 | 4 | 5 |
| f. I have a lot of contact with other Americans. | 1 | 2 | 3 | 4 | 5 |

47. How much notification did you receive prior to your present international move?
Please fill in using a single blank or a combination of blanks.

Example: Length of notification was two months and one week.

Record as: Years 0 Months 2 Weeks 1 Days 0

Years Months Weeks Days

48. During your present international move, all things considered, how happy are you with your relationship with your spouse/partner. **CHECK ONE**

1 ☐ Very Unhappy 2 ☐ Unhappy 3 ☐ Neither Happy nor Unhappy 4 ☐ Happy 5 ☐ Very Happy

49. To what extent do you agree or disagree with the following statements? Circle the number that best describes your **FEELINGS CONCERNING YOUR PRESENT INTERNATIONAL MOVE**.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| a. The move so far is successful. | 1 | 2 | 3 | 4 | 5 |
| b. I am adjusting quite well. | 1 | 2 | 3 | 4 | 5 |
| c. I would like to stay longer than assigned. | 1 | 2 | 3 | 4 | 5 |
| d. My spouse/partner is adjusting quite well. | 1 | 2 | 3 | 4 | 5 |
| e. The move has not been successful. | 1 | 2 | 3 | 4 | 5 |
| f. I cannot wait to get back to the U.S. | 1 | 2 | 3 | 4 | 5 |
| g. It is difficult for me to adjust. | 1 | 2 | 3 | 4 | 5 |
| h. My spouse/partner is adjusting poorly. | 1 | 2 | 3 | 4 | 5 |
| i. The move will be successful and help my career. | 1 | 2 | 3 | 4 | 5 |
| j. The move will be a success and benefit my family. | 1 | 2 | 3 | 4 | 5 |

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

50. Circle the number that best expresses your feelings DURING YOUR PRESENT INTERNATIONAL MOVE. Use the following scale:

Very Dissatisfied=1 Dissatisfied=2 Neutral=3 Satisfied=4 Very Satisfied=5 Not Applicable=8

How satisfied or dissatisfied are you . . .

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable
a. with your nonworking activities--hobbies and so on?	1	2	3	4	5	8
b. with your marriage/relationship?	1	2	3	4	5	8
c. with your health?	1	2	3	4	5	8
d. with the type of work you are doing?	1	2	3	4	5	8
e. with your family life?	1	2	3	4	5	8
f. with your living accommodations?	1	2	3	4	5	8
g. with the cultural activities and events your city/community offers?	1	2	3	4	5	8
h. with your friendships?	1	2	3	4	5	8
i. with the quality of public schools in your area?	1	2	3	4	5	8
j. with your standard of living?	1	2	3	4	5	8
k. with the friendliness of your neighbors?	1	2	3	4	5	8
l. with your work?	1	2	3	4	5	8
m. with your level of career achievement?	1	2	3	4	5	8
n. with the ease of doing shopping?	1	2	3	4	5	8
o. with the telephone service?	1	2	3	4	5	8
p. with the availability of foodstuffs of your preference?	1	2	3	4	5	8
q. with the electrical utility service?	1	2	3	4	5	8
r. with the water utility service?	1	2	3	4	5	8
s. with the availability of private schools?	1	2	3	4	5	8
t. with your health services?	1	2	3	4	5	8
u. with the availability of entertainment/recreation?	1	2	3	4	5	8

51. How many U.S. based location moves have you made? _____ (number)

a. How many of these were made with your current spouse/partner? _____ (number)

52. How many international moves have you made ? _____ (number)

a. How many of these moves were made with your current spouse/partner? _____ (number)

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

53. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning what will **CONTRIBUTE MOST TO THE COMPLETION** of your present international assignment.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
_____ I will adjust to my job.	1	2	3	4	5
_____ My spouse/partner is employed.	1	2	3	4	5
_____ My child/children will adjust to the culture.	1	2	3	4	5
_____ I will adjust to the culture.	1	2	3	4	5
_____ I received training prior to the move.	1	2	3	4	5
_____ I have a strong relationship with my spouse/partner.	1	2	3	4	5
_____ My spouse/partner will adjust to the culture.	1	2	3	4	5
_____ I have good local assistance.	1	2	3	4	5
_____ I can speak the language of the host country.	1	2	3	4	5
_____ I have the technical skills required to do the job.	1	2	3	4	5
_____ There is strong host country national support for my position.	1	2	3	4	5
_____ I have the work experience required to do the job.	1	2	3	4	5
_____ I have previous international experience.	1	2	3	4	5
_____ My spouse/family are supportive.	1	2	3	4	5
_____ I have overseas support from my organization.	1	2	3	4	5
_____ I have the ability to learn new languages easily.	1	2	3	4	5
_____ Other, please explain: _____					

FOR THE PREVIOUS QUESTION, PLEASE **GO BACK** AND RANK ORDER THE TOP **FIVE** REASONS THAT YOU FEEL WILL CONTRIBUTE MOST TO COMPLETION OF YOUR PRESENT INTERNATIONAL ASSIGNMENT. READ ALL THE CHOICES BEFORE ENTERING YOUR RESPONSES. IN THE SPACE PROVIDED PUT A "1" IN FRONT OF THE MOST IMPORTANT REASON, THEN PUT A "2" BY THE NEXT MOST IMPORTANT REASON, AND SO ON.

54. What is your race?

1 ☐ Black 2 ☐ White 3 ☐ Hispanic 4 ☐ Asian 5 ☐ Other, please list _____

55. What is your age? _____ (years)

56. How long have you been married/living with your current partner? _____ (years)

57. Are you? 1 ☐ Male 2 ☐ Female

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

58. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning what could **CONTRIBUTE MOST TO THE EARLY TERMINATION** of your present international assignment.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
_____ I will not adjust to my job.	1	2	3	4	5
_____ I will be reassigned to another more important position.	1	2	3	4	5
_____ My spouse/partner is not employed.	1	2	3	4	5
_____ My child/children will not adjust to the culture.	1	2	3	4	5
_____ I will not adjust to the culture.	1	2	3	4	5
_____ I did not receive adequate training prior to the move.	1	2	3	4	5
_____ I do not have a strong relationship with my spouse/partner.	1	2	3	4	5
_____ My spouse/partner will not adjust to the culture.	1	2	3	4	5
_____ I cannot speak the language of the host country.	1	2	3	4	5
_____ I do not have the technical skills required to do the job.	1	2	3	4	5
_____ There is weak host country national support for the position.	1	2	3	4	5
_____ I do not have the work experience required to do the job.	1	2	3	4	5
_____ I have no previous international experience.	1	2	3	4	5
_____ I have no local support/assistance.	1	2	3	4	5
_____ My spouse/family are not supportive.	1	2	3	4	5
_____ I have no overseas support from my organization.	1	2	3	4	5
_____ I do not have the ability to learn new languages easily.	1	2	3	4	5
_____ Other, please explain: _____					

FOR THE ABOVE QUESTION, PLEASE **GO BACK** AND RANK ORDER THE TOP **FIVE** REASONS THAT YOU FEEL COULD CONTRIBUTE MOST TO THE EARLY TERMINATION OF YOUR PRESENT INTERNATIONAL ASSIGNMENT. READ ALL THE CHOICES BEFORE ENTERING YOUR RESPONSES. IN THE SPACE PROVIDED PUT A "1" IN FRONT OF THE MOST IMPORTANT REASON, THEN PUT A "2" BY THE NEXT MOST IMPORTANT REASON, AND SO ON.

59. If you had international experience prior to your present international move, in what city/country was the bulk

of that previous experience? City _____ Country _____

60. Have you been married previously?

1 ☐ Yes 2 ☐ No

61. If you have been married previously, how many times? _____

INTERNATIONAL ASSIGNEE QUESTIONNAIRE

62. What were the beginning and ending dates, and location of your most recent previous international move?
ANSWER ONLY IF APPLICABLE, OTHERWISE SKIP TO THE NEXT QUESTION

a. Beginning date _____ (month) _____ (year)
 b. Ending date _____ (month) _____ (year)
 c. City _____ Country _____

63. Will you stay the entire length of your present international assignment? CIRCLE ONE

a. I am willing to stay the entire length of this assignment. 1
 b. I am probably willing to stay the entire length of this assignment 2
 c. I prefer not to stay the entire length of this assignment 3
 d. I will stay the entire length of this assignment only if pressured to do so 4
 e. I will not stay the entire length of this assignment for any reason. 5

64. What is the intended length of this assignment? _____ (years) _____ (months)

65. Please fill out the following demographic information concerning the oldest child living with you at the START OF YOUR PRESENT INTERNATIONAL MOVE. Fill in the age and check the appropriate boxes.
 If you have no children, skip the remainder of the questionnaire.

a. ____ age
 b. 1 ☐ male 2 ☐ female
 c. 1 ☐ biological 2 ☐ step 3 ☐ adopted

66. Please finish the following statement regarding the oldest child living with you during your present international move. CHECK ONE FOR EACH ITEM

The oldest child . . .

a. 1 ☐ is getting good grades 2 ☐ is getting okay grades 3 ☐ is getting bad grades
 b. 1 ☐ is making a lot of friends 2 ☐ is making some friends 3 ☐ is making no friends
 c. 1 ☐ is adjusting very well 2 ☐ is adjusting somewhat 3 ☐ is not adjusting at all
 d. 1 ☐ is very angry about the move 2 ☐ is somewhat angry about the move 3 ☐ is not angry about the move

67. How frequently has your oldest child been a behavior problem during your present international move?

CHECK ONE

1 ☐ Seldom-less than once a month 4 ☐ Very frequently-once a day
 2 ☐ Occasionally-several times a month 5 ☐ All the time
 3 ☐ Frequently-at least once a week

- 67 a. How does the degree of problem behavior you checked in the previous question compare to this child's behavior prior to your present international move? Complete the following statement. CHECK ONE
 My oldest child's behavior... ☐ is better now. 2 ☐ is the same now. 3 ☐ is worse now.

INTERNATIONAL ASSIGNEE QUESTIONNAIRE


68. Please finish the following statement regarding the oldest child living with you during your present international move. **CHECK THE APPROPRIATE RESPONSE FOR EACH ITEM**

The oldest child . . .

- a. ☐ is receiving professional help for an emotional, behavioral, or psychological problem
☐ Not applicable
- b. ☐ is needing professional help, but is refusing to go
☐ Not applicable
- c. ☐ has been sent to boarding school
☐ Not applicable
- d. ☐ has been sent back to live to in the U.S. since the start of this international assignment
☐ Not applicable
- e. ☐ will stay with the family through the completion of the international assignment
☐ Not applicable

69. How many children do you have? _____ (number)

Your Name: _____ *Optional*

 Please know that your name will only be used for future related follow-up work. Only aggregate data will be reported. Your company will never have access to data linking you to a specific questionnaire.

Thank you very much for your help in completing this questionnaire.

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SPOUSE QUESTIONNAIRE

1. To what extent do you agree or disagree with the following statements? Circle the number that best describes your **FEELINGS BEFORE YOUR PRESENT INTERNATIONAL MOVE**.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| a. I looked forward to this move. | 1 | 2 | 3 | 4 | 5 |
| b. I dreaded this move. | 1 | 2 | 3 | 4 | 5 |
| c. I felt the move would be a rewarding challenge. | 1 | 2 | 3 | 4 | 5 |
| d. I was optimistic about the move. | 1 | 2 | 3 | 4 | 5 |
| e. I felt I had no choice regarding the move. | 1 | 2 | 3 | 4 | 5 |
| f. I felt the culture would be too different from ours. | 1 | 2 | 3 | 4 | 5 |
| g. I was pessimistic about the move. | 1 | 2 | 3 | 4 | 5 |
| h. I had as much say regarding the move as my spouse. | 1 | 2 | 3 | 4 | 5 |
| i. I felt the culture was very much like ours. | 1 | 2 | 3 | 4 | 5 |
| j. I felt the move would be a difficult challenge. | 1 | 2 | 3 | 4 | 5 |

2. Which statement best expresses how you feel about a **FUTURE** international move? CIRCLE ONE

- a. I am willing to move internationally 1
- b. I am probably willing to move internationally 2
- c. I prefer not to move internationally 3
- d. I will move internationally only if pressured to do so 4
- e. I will not move internationally for any reason 5

- 2a. How important is geographic location to your above response? CHECK ONE

1 ☐ Very Important 2 ☐ Important 3 ☐ Not Very Important 4 ☐ Not Important At All

3. Were you employed outside the home before your present international move?

1 ☐ YES 2 ☐ NO

4. Are you currently employed outside the home?

1 ☐ YES 2 ☐ NO

5. How important is it to you to be employed outside the home? CHECK ONE

1 ☐ Very Important 2 ☐ Important 3 ☐ Not Very Important 4 ☐ Not Important At All

6. In what city and country is your present international move?

City _____ Country _____

SPOUSE QUESTIONNAIRE

7. Are you able to speak the host country's language?

- 1 ☐ YES 2 ☐ SOMEWHAT 3 ☐ NO

8. To what extent do you agree or disagree with the following statements? Circle the number that best expresses your RESPONSE BEFORE YOUR PRESENT INTERNATIONAL MOVE.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| a. I was an active member of a church before the move. | 1 | 2 | 3 | 4 | 5 |
| b. I was involved in community activities and projects. | 1 | 2 | 3 | 4 | 5 |
| c. I saw members of our extended family often. | 1 | 2 | 3 | 4 | 5 |
| d. I was actively involved in a civic organization. | 1 | 2 | 3 | 4 | 5 |
| e. I was actively involved in social activities. | 1 | 2 | 3 | 4 | 5 |

9. Is a foreign assignment seen as a desirable career move in your spouse/partner's company?

CHECK ONE

- 1 ☐ Very desirable 2 ☐ Desirable 3 ☐ Somewhat Desirable 4 ☐ Not Desirable at All

10. Was the family interviewed by your spouse/partner's company as part of the selection process for this international assignment?

- 1 ☐ YES 2 ☐ NO

10a. If YES, for what purpose do you feel the interview was conducted? CHECK ALL THAT APPLY

- 1 ☐ To assess the family's ability to cope with change
 2 ☐ To explore the family's attitudes toward the foreign stay
 3 ☐ To win the family's support for the foreign assignment
 4 ☐ To inform the family personally of the assignment
 5 ☐ Other, please explain _____

11. In general, how does your spouse/partner's company envision its relationship with its employees?

Given the following two statements, please circle the number on the continuum from 1 to 6 that most closely reflects the position of your spouse/partner's company:

We have a responsibility for our employees' welfare. We provide support for employees in personal and family matters.

1 2 3 4 5 6

We have no business in our employees' private lives. We confine ourselves to work matters. Beyond that, we do not interfere.

12. What is your highest level of education?

- ☐ high school ☐ college graduate ☐ Masters degree
☐ some college ☐ some post-graduate work ☐ MD, JD, PhD, or other professional degree

13. Did your spouse/partner's company provide preparatory training for this foreign assignment?

- 1 ☐ YES 2 ☐ NO

SPOUSE QUESTIONNAIRE

14. How many hours of preparatory training did you receive prior to this international assignment? CHECK ONE

- 1 ☐ 0-5 3 ☐ 11-20 5 ☐ 31-40 7 ☐ 81-120
 2 ☐ 6-10 4 ☐ 21-30 6 ☐ 41-80 8 ☐ Over 120

15. Which of the following did your spouse/partner's company provide for you and/or your spouse and children before final departure? CHECK THOSE THAT APPLY

<u>TYPE OF PREPARATION</u>	<u>OFFERED TO: ASSIGNEE</u>	<u>SPOUSE</u>	<u>CHILDREN</u>
"Survival-level" language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Intermediate language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Advanced language training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Cultural assimilation training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Stress-reduction training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Sensitivity training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Managerial training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Technical training	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Films	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Books	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Case studies	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Role plays	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Site visits	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Cultural briefings	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
Other, explain _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

16. Does your spouse/partner's company provide continued overseas support for you?

- 1 ☐ YES 2 ☐ NO

If YES, which of the following overseas support programs does your spouse/partner's company offer?

16a. For the international assignee: CHECK ALL THAT APPLY

- 1 ☐ Annual home leave
 2 ☐ Bi-annual home leave
 3 ☐ Extra vacation
 4 ☐ Flexible work schedule during work phase
 5 ☐ Mentor in home office
 6 ☐ Programs to keep contact with home office
 7 ☐ R&R leave trips
 8 ☐ "American" club membership
 9 ☐ Other club membership
 0 ☐ Other, describe _____

If YES, to question #16, which of the following overseas support programs does your spouse/partner's company offer?

16b. For the international assignee's family: CHECK ALL THAT APPLY

- 1 ☐ Help in finding recreation
 2 ☐ Job-like activities for you, when work permit restrictions apply
 3 ☐ Job placement for you
 4 ☐ School Placement
 5 ☐ Finding childcare for children
 6 ☐ Counseling
 7 ☐ Coach (host country national as an advisor)
 8 ☐ Help in house hunting
 9 ☐ Language
 0 ☐ Look-See trips
 a ☐ Other, describe _____

SPOUSE QUESTIONNAIRE

17. Does someone from the home office intervene when your spouse/partner has work related problems?
 1 ☐ YES 2 ☐ NO

18. Does someone from the home office intervene when your spouse/partner has personal problems?
 1 ☐ YES 2 ☐ NO

19. Does someone from the home office intervene when you have family related problems?
 1 ☐ YES 2 ☐ NO

20. If you answered YES to any of the three previous questions, please answer this question.
 How does the home office intervene in each situation? CHECK ALL THAT APPLY

TYPE OF INTERVENTION	PROBLEM AREA: <u>WORK</u>	<u>PERSONAL</u>	<u>FAMILY</u>
a. Technical skills training for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. Managerial skills training for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. Change in assignee's responsibilities	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. Removal from assignment	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. Providing a host country national as advisor	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f. Vacation or sick leave for the assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
g. Counseling for the assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
h. Counseling for the family	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
i. Stress management workshop for assignee	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
j. Stress management workshop for family	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
k. Providing you with a meaningful occupation	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
l. Other, explain _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

21. Did your spouse/partner's company discuss repatriation before you left for this international assignment?
 1 ☐ YES 2 ☐ NO

22. Was your spouse/partner assured a job upon return to the U.S.? CHECK ONE

- 1 ☐ Yes, an advancement
 2 ☐ Yes, a position of equal stature
 3 ☐ No, a job was not assured

23. What was the beginning date of your present international move? _____ (month) _____ (year)

24. How did you view the culture of the country, as compared to your own, before you moved to it?

CHECK ONE

- 1 ☐ Very Different 2 ☐ Different 3 ☐ A Little Different 4 ☐ The Same

25. How did you view the culture of the country, as compared to your own, after you had been there six months? CHECK ONE ANSWER ONLY IF APPLICABLE

- 1 ☐ Very Different 2 ☐ Different 3 ☐ A Little Different 4 ☐ The Same

26. To what degree do you like the culture of the country of your present international move? CHECK ONE

- 1 ☐ A lot 2 ☐ Some 3 ☐ A Little 4 ☐ Not at all

27. How difficult is it to adapt to the culture of the country of your present international move? CHECK ONE

- 1 ☐ Very difficult 2 ☐ Difficult 3 ☐ Somewhat difficult 4 ☐ Not difficult at all

SPOUSE QUESTIONNAIRE

28. To what extent do you agree or disagree with the following statements? Circle the number that best describes your FEELINGS CONCERNING THE HOST COUNTRY of your present international move.
Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| a. The medical care is better. | | | | | |
| b. The cost of living is higher. | | | | | |
| c. There are lots of other Americans around. | | | | | |
| d. The medical care is easy to access. | | | | | |
| e. The cost of housing is higher. | | | | | |
| f. I have a lot of contact with other Americans. | | | | | |

29. How much notification did you receive prior to your present international move?

Please fill in using a single blank or a combination of blanks.

Example: Length of notification was two months and one week.

Record as: Years 0 Months 2 Weeks 1 Days 0

Years _____ Months _____ Weeks _____ Days _____

30. During your present international move, all things considered, how happy are you with your relationship with your spouse/partner. **CHECK ONE**

1 ☐ Very Unhappy 2 ☐ Unhappy 3 ☐ Neither Happy nor Unhappy 4 ☐ Happy 5 ☐ Very Happy

31. To what extent do you agree or disagree with the following statements? Circle the number that best describes your FEELINGS CONCERNING YOUR PRESENT INTERNATIONAL MOVE.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

- | | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| | 1 | 2 | 3 | 4 | 5 |
| a. The move so far is successful. | | | | | |
| b. I am adjusting quite well. | | | | | |
| c. I would like to stay longer than assigned. | | | | | |
| d. My spouse/partner is adjusting quite well. | | | | | |
| e. The move has not been successful. | | | | | |
| f. I cannot wait to get back to the U.S. | | | | | |
| g. It is difficult for me to adjust. | | | | | |
| h. My spouse/partner is adjusting poorly. | | | | | |
| i. The move will be successful and help my career. | | | | | |
| j. The move will be a success and benefit my family. | | | | | |

SPOUSE QUESTIONNAIRE

32. Circle the number that best expresses your feelings DURING YOUR PRESENT INTERNATIONAL MOVE. Use the following scale:

Very Dissatisfied=1 Dissatisfied=2 Neutral=3 Satisfied=4 Very Satisfied=5 Not Applicable=8

How satisfied or dissatisfied are you . . .

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	Not Applicable
a. with your nonworking activities--hobbies and so on?	1	2	3	4	5	8
b. with your marriage/relationship?	1	2	3	4	5	8
c. with your health?	1	2	3	4	5	8
d. with the type of work you are doing?	1	2	3	4	5	8
e. with your family life?	1	2	3	4	5	8
f. with your living accommodations?	1	2	3	4	5	8
g. with the cultural activities and events your city/community offers?	1	2	3	4	5	8
h. with your friendships?	1	2	3	4	5	8
i. with the quality of public schools in your area?	1	2	3	4	5	8
j. with your standard of living?	1	2	3	4	5	8
k. with the friendliness of your neighbors?	1	2	3	4	5	8
l. with your work?	1	2	3	4	5	8
m. with your level of career achievement?	1	2	3	4	5	8
n. with the ease of doing shopping?	1	2	3	4	5	8
o. with the telephone service?	1	2	3	4	5	8
p. with the availability of foodstuffs of your preference?	1	2	3	4	5	8
q. with the electrical utility service?	1	2	3	4	5	8
r. with the water utility service?	1	2	3	4	5	8
s. with the availability of private schools?	1	2	3	4	5	8
t. with your health services?	1	2	3	4	5	8
u. with the availability of entertainment/recreation?	1	2	3	4	5	8

33. How many U.S. based location moves have you made? _____ (number)

a. How many of these were made with your current spouse/partner? _____ (number)

34. How many international moves have you made? _____ (number)

a. How many of these moves were made with your current spouse/partner? _____ (number)

SPOUSE QUESTIONNAIRE

35. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning what will **CONTRIBUTE MOST TO THE COMPLETION** of your spouse/partner's most recent international assignment.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

	1	2	3	4	5
_____ My spouse/partner will adjust to their job.	Strongly Disagree				Strongly Agree
_____ I am employed.	1	2	3	4	5
_____ My child/children will adjust to the culture.	1	2	3	4	5
_____ I will adjust to the culture.	1	2	3	4	5
_____ I received training prior to the move.	1	2	3	4	5
_____ I have a strong relationship with my spouse/partner.	1	2	3	4	5
_____ My spouse/partner will adjust to the culture.	1	2	3	4	5
_____ I have good local assistance.	1	2	3	4	5
_____ I can speak the language of the host country.	1	2	3	4	5
_____ My spouse/partner has the technical skills required to do the job.	1	2	3	4	5
_____ There is strong host country national support for my spouse/partner's position.	1	2	3	4	5
_____ My spouse/partner has the work experience required to do the job.	1	2	3	4	5
_____ I have previous international experience.	1	2	3	4	5
_____ My spouse/family are supportive.	1	2	3	4	5
_____ My spouse/partner has overseas support from their organization.	1	2	3	4	5
_____ I have the ability to learn new languages easily.	1	2	3	4	5
_____ Other, please explain: _____					

FOR THE PREVIOUS QUESTION, PLEASE **GO BACK** AND RANK ORDER THE TOP **FIVE** REASONS THAT YOU FEEL WILL CONTRIBUTE MOST TO THE COMPLETION OF YOUR SPOUSE/PARTNER'S PRESENT INTERNATIONAL ASSIGNMENT. READ ALL THE CHOICES BEFORE ENTERING YOUR RESPONSES. IN THE SPACE PROVIDED PUT A "1" IN FRONT OF THE MOST IMPORTANT REASON, THEN PUT A "2" BY THE NEXT MOST IMPORTANT REASON, AND SO ON.

36. What is your race?

1 ☐ Black 2 ☐ White 3 ☐ Hispanic 4 ☐ Asian 5 ☐ Other, please list _____

37. What is your age? _____ (years)

38. How long have you been married/living with your current partner? _____ (years)

SPOUSE QUESTIONNAIRE

39. To what extent do you agree or disagree with the following statements? Circle the number that best describes your feelings concerning what could **CONTRIBUTE MOST TO THE EARLY TERMINATION** of your spouse/partner's most recent international assignment.

Use the following scale: Strongly Disagree=1 Disagree=2 Neutral=3 Agree=4 Strongly Agree=5

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
_____ My spouse/partner will not adjust to their job.	1	2	3	4	5	
_____ My spouse/partner will be reassigned to another more important position.	1	2	3	4	5	
_____ I am not employed.	1	2	3	4	5	
_____ My child/children will not adjust to the culture.	1	2	3	4	5	
_____ I will not adjust to the culture.	1	2	3	4	5	
_____ I did not receive adequate training prior to the move.	1	2	3	4	5	
_____ I do not have a strong relationship with my spouse/partner.	1	2	3	4	5	
_____ My spouse/partner will not adjust to the culture.	1	2	3	4	5	
_____ I cannot speak the language of the host country.	1	2	3	4	5	
_____ My spouse/partner does not have the technical skills required to do the job.	1	2	3	4	5	
_____ There is weak host country national support for my spouse/partner's position.	1	2	3	4	5	
_____ My spouse/partner does not have the work experience required to do the job.	1	2	3	4	5	
_____ I have no previous international experience.	1	2	3	4	5	
_____ I have no local support/assistance.	1	2	3	4	5	
_____ My spouse/family are not supportive.	1	2	3	4	5	
_____ I have no overseas support from my spouse/partner's organization.	1	2	3	4	5	
_____ I do not have the ability to learn new languages easily.	1	2	3	4	5	
_____ Other, please explain: _____						

FOR THE PREVIOUS QUESTION, PLEASE GO BACK AND RANK ORDER THE TOP FIVE REASONS THAT YOU FEEL COULD CONTRIBUTE MOST TO THE EARLY TERMINATION OF YOUR SPOUSE/PARTNER'S PRESENT INTERNATIONAL ASSIGNMENT. READ ALL THE CHOICES BEFORE ENTERING YOUR RESPONSES. IN THE SPACE PROVIDED PUT A "1" IN FRONT OF THE MOST IMPORTANT REASON, THEN PUT A "2" BY THE NEXT MOST IMPORTANT REASON, AND SO ON.

40. If you had international experience prior to your present international move, in what city/country was the bulk of that previous experience? City _____ Country _____

SPOUSE QUESTIONNAIRE

41. Have you been married previously?

1 ☐ YES 2 ☐ NO

42. If you have been married previously, how many times? _____

43. Are you? 1 ☐ Male 2 ☐ Female

44. What were the beginning and ending dates, and location of your most recent previous international move?

ANSWER ONLY IF APPLICABLE. OTHERWISE SKIP TO THE NEXT QUESTION

a. Beginning date _____ (month) _____ (year)

b. Ending date _____ (month) _____ (year)

c. City _____ Country _____

45. Will you stay the entire length of your present international assignment? CIRCLE ONE

a. I am willing to stay the entire length of this assignment. 1

b. I am probably willing to stay the entire length of this assignment 2

c. I prefer not to stay the entire length of this assignment 3

d. I will stay the entire length of this assignment only if pressured to do so 4

e. I will not stay the entire length of this assignment for any reason. 5

46. What is the intended length of this assignment? _____ (years) _____ (months)

47. Please fill out the following demographic information concerning the oldest child living with you at the START OF YOUR PRESENT INTERNATIONAL MOVE. Fill in the age and check the appropriate boxes.

If you have no children, skip the remainder of the questionnaire.

a. _____ age

b. 1 ☐ male 2 ☐ female

c. 1 ☐ biological 2 ☐ step 3 ☐ adopted

48. Please finish the following statement regarding the oldest child living with you during your present international move. CHECK ONE FOR EACH ITEM

The oldest child . . .

a. 1 ☐ is getting good grades 2 ☐ is getting okay grades 3 ☐ is getting bad grades

b. 1 ☐ is making a lot of friends 2 ☐ is making some friends 3 ☐ is making no friends

c. 1 ☐ is adjusting very well 2 ☐ is adjusting somewhat 3 ☐ is not adjusting at all

d. 1 ☐ is very angry about the move 2 ☐ is somewhat angry about the move 3 ☐ is not angry about the move

SPOUSE QUESTIONNAIRE

49. How frequently has your oldest child been a behavior problem during your present international move?

CHECK ONE

- | | |
|--|---|
| <p>1 <input type="checkbox"/> Seldom-less than once a month</p> <p>2 <input type="checkbox"/> Occasionally-several times a month</p> <p>3 <input type="checkbox"/> Frequently-at least once a week</p> | <p>4 <input type="checkbox"/> Very frequently-once a day</p> <p>5 <input type="checkbox"/> All the time</p> |
|--|---|

49 a. How does the degree of problem behavior you checked in the previous question compare to this child's behavior prior to your present international move? Complete the following statement. CHECK ONE

My oldest child's behavior... ☐ is better now. 2 ☐ is the same now. 3 ☐ is worse now.


50. Please finish the following statement regarding the oldest child living with you during your present international move. CHECK THE APPROPRIATE RESPONSE FOR EACH ITEM

The oldest child . . .

- a. ☐ is receiving professional help for an emotional, behavioral, or psychological problem
 8 ☐ Not applicable
- b. ☐ is needing professional help, but is refusing to go
 8 ☐ Not applicable
- c. ☐ has been sent to boarding school
 8 ☐ Not applicable
- d. ☐ has been sent back to live in the U.S. since the start of this international assignment
 8 ☐ Not applicable
- e. ☐ will stay with the family through the completion of the international assignment
 8 ☐ Not applicable

51. How many children do you have? _____ (number)

Your Name: _____ *Optional*

 Please know that your name will only be used for future related follow-up work. Only aggregate data will be reported. Your company will never have access to data linking you to a specific questionnaire.

Thank you very much for your help in completing this questionnaire.

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As a result of the research project associated with this thesis, the following presentations were made: "A Study Examining Expatriate Adjustment," by Linda K. Stroh, Leslie E. Dennis, and Tim C. Cramer was presented at 36th Annual Meeting of the Midwest Academy of Management, Indianapolis, Indiana on April 15-17, 1993.

"Predictors of Expatriate Adjustment," by Linda K. Stroh, Leslie E. Dennis, and Tim C. Cramer was presented at 46th Annual Meeting of Industrial Relations Research Association, Boston, Massachusetts on January 3-5, 1994.

Also, at this time, "Predictors of Expatriate Adjustment," by Linda K. Stroh, Leslie E. Dennis, and Tim C. Cramer has been accepted for publication in the International Journal of Organizational Analysis. The month and volume number are not known at this time.

THESIS APPROVAL SHEET

The thesis submitted by Tim C. Cramer has been read and approved by the following committee:

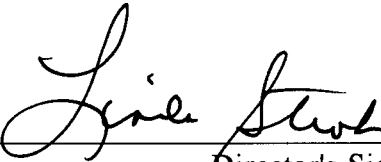
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The final copies have been examined by the director of the thesis committee and the signature which appears below verifies the fact that any necessary changes have been incorporated and that the thesis is now given final approval by the committee with reference to content and form.

The thesis is, therefore, accepted in partial fulfillment of the requirements for the degree of MSIR.

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